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1 May 1986

MEMORANDUM FOR: Director of Central Intelligence

25X1 VIA:

[redacted]
Chairman, Excellence Task Force

25X1 FROM:

[redacted]
Chairman, DI Excellence Committee

SUBJECT: Excellence

Attached are a number of examples of excellence in the Directorate of Intelligence over the last six months. This is not an all-inclusive list, but the examples are illustrative enough to give you a good idea of what is going on in the Directorate. My own conclusion would be that initiative and a "bias for action" are increasingly an integral part of the way DI analysts do their jobs.

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DCI AREA CONTRIBUTORS TO EXCELLENCE

25X1 [REDACTED] GS-13 DCI/PAO 3E58 HQ

25X1 [REDACTED] has been awarded \$1,500 for her outstanding and special contribution to the Agency and Intelligence Community as Deputy Chief of the Media Relations Staff, Office of Public Affairs.

25X1 During the past year, [REDACTED] coped in an exemplary fashion with media coverage of a number of major "flaps" involving the Agency and the Community. Due to her cool, quiet, and knowledgeable responses, anti-Agency criticism was reduced and the Agency's reputation for credibility enhanced among press, TV and radio journalists throughout the nation. A mature, confident, firm but diplomatic spokesperson for the Agency and Community during a period when a single slip could have resulted in headlines and embarrassment to the Agency, Executive Branch, and indeed, to the U.S., her deft performance of her stressful duties warranted this special recognition.

25X1 [REDACTED] GS-10 DCI/IG/AS 1201 Key

25X1 [REDACTED] EOD'd with the Agency in March 1985. In April 1985 he was recommended for a quality step increase for conversion of certain permanent audit schedules from manual to an automated mode.

25X1 [REDACTED] has quickly proven himself to be a competent and dedicated professional. He has shown an extraordinary amount of initiative for a new member of the Audit Staff. For example, he converted certain permanent audit schedules from a manual to an automated mode which will result in significant time savings. He not only undertook this on his own initiative, but also much of the work was done on his own time. During the audit of the Government Employees Health Association (GEHA) he prepared an excellent overview of claims processing and went beyond the normal audit requirements by assisting the GEHA accounting staff in identifying errors and improving accounting procedures. Again, he devoted a substantial amount of his own evening and weekend time to this effort. The Office of Personnel, in its response to the GEHA audit report, specifically thanked him for his assistance and has subsequently sought his advice on GEHA accounting matters. His effectiveness has been observed by veteran auditees. For example, members of [REDACTED] administrative staff commented to his Audit Manager that Bob was an outstanding asset that the Audit Staff should try hard to retain. He consistently expands upon the work required by the various audit programs, draws logical conclusions and summarizes his findings in an articulate manner. He has performed in an excellent manner with minimal supervision on two audits where conditions dictated only intermittent presence of an Audit Manager. He is alert to potential cost savings and has recently submitted a proposal for better utilization by the Agency of airline mileage discounts.

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DCI AREA CONTRIBUTORS TO EXCELLENCE

- 25X1 [] is an exceptional employee who has rapidly gained the respect of his colleagues and the auditees. He has accomplished this through productivity, intellect and a constructive approach to auditing.
- 25X1 [] GS-07 DCI/O/Comptroller 7C36 HQ
- 25X1 [] serves as secretary to the Comptroller's Operations Group and Science and Technology Group. Her performance of those duties has been exemplary, but I also want to draw your attention to her unstinting willingness to help out in other capacities--while continuing with her normally assigned duties. For example, she served as secretary to the Comptroller and Deputy Comptroller during a three-week period when our regular secretary was on sick leave. At another time, she performed in a similar manner for the Office's busiest unit, our Analysis Group. Her limited time in the Agency (less than one year) make the ease with which she assumed these additional, more complex responsibilities all the more impressive.
- 25X1 [] GS-09 DCI/O/Comptroller 7C36 HQ
- 25X1 [] who serves as chief of our Registry, has turned in a continuing first-class performance. Her ability to retain organized records in a very hectic environment is particularly noteworthy.
- 25X1 [] possesses a remarkable ability to put her hands on documents, based only on fragmentary information. Indeed, our confidence in her ability to locate needed materials is so great that many members of the Office have substantially reduced their personal document holdings--thus conserving needed file space.
- 25X1 [] SIS-03 DCI/OIG/AS 1201 Key
- 25X1 It was noted in [] last PAR that he was instrumental in developing a career development and training profile for auditors. During the current rating period he carried that effort through the next logical stage and established a detailed training plan for each of the professional members of the staff that is projected for a full year. This would be a major task under normal circumstances, but, given the large number of new people on the staff and a general lack of management training experience by the senior people, the challenge of constructing a workable plan was formidable. The fact that the plan has been serving us exceedingly well for the past several months is testimony to how well he did the job. Also, in his capacity as the Audit Staff Training Officer, Art has either arranged special courses for our auditors--e.g., a course on statistical sampling techniques for auditors--or arranged for extra billets for auditors in existing courses.

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DCI AREA CONTRIBUTORS TO EXCELLENCE

25X1 The enthusiasm with which Art approached his responsibilities as training officer and the extra effort that he put into doing the job as well as it possibly could be done are typical of the way that he approached every task that he undertook while on the Audit Staff. His dedication and hard work are all the more noteworthy because of the circumstances under which Art served as Deputy Chief of the staff. It was general knowledge when Art joined the staff as Deputy Chief that he probably would only be in the job for about a year. In effect, he was a "lame duck" from the minute he took over the job. This makes a difficult management challenge even more difficult and a lesser person would have eased back a bit. [redacted] did not do so--he gave his very best every day that he was assigned to the staff.

1 MAY 1986

MEMORANDUM FOR: Administrative Officer, DCI

FROM :
Administrative Officer, OGC

SUBJECT : Excellence - Legal Secretarial Certification Program

1. For many years the Office of General Counsel (OGC) worked diligently to recognize the unique skills that the secretaries serving here must have. We strongly believe that the secretaries serving here must have most of the same qualities as those secretaries serving the private bar. Those secretaries are separately qualified and recognized as legal secretaries. In an effort to recognize the similarities between our secretaries and that of the private bar, we identified the disparity in pay between the OGC secretaries and those serving as legal secretaries elsewhere. Concurrent with this analysis was a recognition that a number of higher-graded positions existed throughout the Agency which placed lesser demands on the secretaries filling those positions.

2. Committed to correcting these inequities, OGC developed a comprehensive proposal to recognize the legal secretaries' special skills and reward them. A comprehensive study was prepared which compared the salaries and benefits of OGC's secretaries to those in other governmental legal departments as well as private law firms in the Washington locale. This tremendous undertaking, completed in October 1983, pointed out glaring discrepancies in pay and benefits. It was presented to the Director of Personnel who assigned the matter to the Compensation Policy Branch of the Position Management Compensation Division. Personnel in that branch worked closely with the management of OGC to develop a pay scale aimed at (1) recognizing the legal secretary, and (2) compensating her for her unique skills and knowledge.

3. A certification program was then developed to assure Agency management that special legal secretarial skills would be proven beyond a doubt. Several OGC members were tasked to identify those areas and a vigorous competition was then undertaken to select the most highly qualified contractor to provide the necessary training and testing. The Office of Training and Education contributed \$10,000 to help OGC defray

the total costs of the program which was to be managed by one of the best legal secretarial schools, Katharine Gibbs School.

4. Because of the concern and hard work of all involved, the OGC Legal Secretarial Certification Program is now reaching its fulfillment. The third of the five courses involved in the Program is now being initiated. It is a creative and innovative solution to a long-standing problem, and the first secretarial certification program linked to a special pay scale that we know of within the U.S. Government. The project spanned the tenure of three General Counsels, and required hundreds, if not thousands, of man-hours devoted to the task. It not only represents an exceptional improvement for OGC, but will also serve as a model throughout the Agency and Federal Government. It may very well be the forerunner of the Agency's new secretarial program.

STAT



Within the O/DCI, the following individuals were honored for their exceptional accomplishments.

An individual in PAO received a cash award in coping in an exemplary fashion with media coverage of a number of major "flaps" involving the Agency and the Community. A new Audit Staff employee received a QSI for converting certain permanent audit schedules from manual to an automated mode which will result in significant time savings. He not only undertook this on his own initiative, but also much of the work was done on his own time. A secretary in O/Compt demonstrated her professionalism by volunteering to handle a heavier workload and backfill during shortages of secretaries in that office. O/Compt Registry Chief turned in a first class performance in her ability to retain organized records in a very hectic environment. DC/Audit Staff established a detailed training plan for each of the professional members of the staff that is projected for a full year. This would be a major task under normal circumstances, but, given the large number of new people on the staff and a general lack of management training experience by senior people, the challenge of constructing a workable plan was formidable. Employees in OGC are to be congratulated for developing the OGC Legal Secretarial Certification Program. It is a creative and innovative solution to a long-standing problem, and the first secretarial certificate program linked to a special pay scale that we know of within the U.S. Government.

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25X1

2 May 1986

EXCELLENCE

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[] GS-13, has been awarded \$1,500 for her outstanding and special contribution to the Agency and Intelligence Community as Deputy Chief of the Media Relations Staff, Office of Public Affairs.

25X1

During the past year, [] coped in an exemplary fashion with media coverage of a number of major "flaps" involving the Agency and the Community. Due to her cool, quiet, and knowledgeable responses, anti-Agency criticism was reduced and the Agency's reputation for credibility enhanced among press, TV and radio journalists throughout the nation. A mature, confident, firm but diplomatic spokesperson for the Agency and Community during a period when a single slip could have resulted in headlines and embarrassment to the Agency, Executive Branch, and indeed, to the U.S., her deft performance of her stressful duties warranted this special recognition.

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[]
George V. Lauder
Director, Public Affairs

10 April 1986

TO: Chairman, E. Career Service

VIA: Inspector General

FROM: [REDACTED]
Chief, Audit Staff

SUBJECT: Recommendation for Quality Step Increase --
[REDACTED]

1. Paragraph five (5) contains a recommendation for your approval.

2. [REDACTED] entered on duty with the Audit Staff in March 1985. He came with sound professional qualifications which include an undergraduate degree with a major in accounting, a Master of Business Administration degree with a concentration in international business. He is also a Certified Public Accountant.

3. From the outset of his employment more than a year ago, [REDACTED] has consistently performed at a level substantially in excess of the job requirements for a junior staff auditor. His productivity has increased with each audit assignment which indicates that the high quality of his performance will be of a continuing nature.

4. [REDACTED] has quickly proven himself to be a competent and dedicated professional. He has shown an extraordinary amount of initiative for a new member of the Audit Staff. For example, he converted certain permanent audit schedules from a manual to an automated mode which will result in significant time savings. He not only undertook this on his own initiative, but also much of the work was done on his own time. During the audit of the Government Employees Health Association (GEHA) he prepared an excellent overview of claims processing and went beyond the normal audit requirements by assisting the GEHA accounting staff in identifying errors and improving accounting procedures. Again, he devoted a substantial amount of his own evening and weekend time to this effort. The Office of Personnel, in its response to the GEHA audit report, specifically thanked him for his assistance and has subsequently sought his advice on GEHA accounting matters. His effectiveness has been observed by veteran auditees. For example, members of [REDACTED] administrative staff commented to his Audit Manager that Bob was an outstanding asset that the Audit Staff should try hard to retain. He consistently expands

upon the work required by the various audit programs, draws logical conclusions and summarizes his findings in an articulate manner. He has performed in an excellent manner with minimal supervision on two audits where conditions dictated only intermittent presence of an Audit Manager. He is alert to potential cost savings and has recently submitted a proposal for better utilization by the Agency of airline mileage discounts.

STAT

5. is an exceptional employee who has rapidly gained the respect of his colleagues and the auditees. He has accomplished this through productivity, intellect and a constructive approach to auditing. I strongly recommend that he be approved for a Quality Step Increase.

STAT



CONCUR:

Carroll L. Hauver
Inspector General

APPROVED:

George V. Lauder
Chairman, E Career Service

13 December 1985

Memorandum For: Inspector General

From: [redacted]
Chief, Audit Staff

Subject: Special Achievement Award for Patricia Lewis

STAT This memorandum contains a recommendation for a cash award
for [redacted]

STAT [redacted] During the recent "Language in the Agency" inspection, Ms. [redacted] was assigned to the inspection team in order to audit the Agency's employee payment process for language competency--the Language Incentive Program. With only general guidance and for the most part working on her own, she surfaced key issues for management attention. Most notable were the inconsistencies in the administration of the program within the Agency and the long processing time before one sees the awards in their paychecks or the cessation of payments when one is no longer assigned to a position allowing payment for language competency.

Her thorough review of the problems associated with cessation of payments has proven to be the "nudge" needed to generate action to have the payroll system improved. As a result of her work, the Compensation Division of the Office of Finance now manually stops language payments based on cables from field stations advising that an employee has departed an assignment. In the first quarter of 1986 OIT will complete system programming changes to automatically stop language allowance when the system recognizes a "location" code change. The system will also generate a report by station for OTE so it can maintain a current roster of those occupying language positions.

STAT While it is difficult to quantify precisely the savings or benefits which will result from [redacted] suggestions, it is safe to say that they will be substantial and that, at a minimum, there will be a significant reduction in the "frustration pain level" employees experience when asked to repay an overpayment of their language allowance.

STAT Based on the above it is recommended that you approve a
\$500.00 cash award to for her outstanding
contribution.

STAT

APPROVED:

John H. Stein

2 May 1986

MEMORANDUM FOR: Administrative Officer, DCI Area

FROM: Daniel A. Childs, Jr.
Comptroller

SUBJECT: Significant Personnel Performance and Initiatives

1. This memorandum responds to your request of 28 April for examples of employee excellence or initiative. I want to call your attention to the outstanding performance by two members of my staff, [redacted]

2. [redacted] serves as secretary to the Comptroller's Operations Group and Science and Technology Group. Her performance of those duties has been exemplary, but I also want to draw your attention to her unstinting willingness to help out in other capacities--while continuing with her normally assigned duties. For example, she served as secretary to the Comptroller and Deputy Comptroller during a three-week period when our regular secretary was on sick leave. At another time, she performed in a similar manner for the Office's busiest unit, our Analysis Group. Her limited time in the Agency (less than one year) make the ease with which she assumed these additional, more complex responsibilities all the more impressive.

3. [redacted] who serves as chief of our Registry, has turned in a continuing first-class performance. Her ability to retain organized records in a very hectic environment is particularly noteworthy. [redacted] possesses a remarkable ability to put her hands on documents, based only on fragmentary information. Indeed, our confidence in her ability to locate needed materials is so great that many members of the Office have substantially reduced their personal document holdings--thus conserving needed file space.

4. Each of these employees has turned in an excellent performance and their contributions should be recognized.

[redacted]
Daniel A. Childs, Jr.

ADMINISTRATIVE - INTERNAL USE ONLY

1 MAY 1986

MEMORANDUM FOR: Administrative Officer, DCI

STAT FROM :
Administrative Officer, OGC

SUBJECT : Excellence - Legal Secretarial Certification Program

1. For many years the Office of General Counsel (OGC) worked diligently to recognize the unique skills that the secretaries serving here must have. We strongly believe that the secretaries serving here must have most of the same qualities as those secretaries serving the private bar. Those secretaries are separately qualified and recognized as legal secretaries. In an effort to recognize the similarities between our secretaries and that of the private bar, we identified the disparity in pay between the OGC secretaries and those serving as legal secretaries elsewhere. Concurrent with this analysis was a recognition that a number of higher-graded positions existed throughout the Agency which placed lesser demands on the secretaries filling those positions.

2. Committed to correcting these inequities, OGC developed a comprehensive proposal to recognize the legal secretaries' special skills and reward them. A comprehensive study was prepared which compared the salaries and benefits of OGC's secretaries to those in other governmental legal departments as well as private law firms in the Washington locale. This tremendous undertaking, completed in October 1983, pointed out glaring discrepancies in pay and benefits. It was presented to the Director of Personnel who assigned the matter to the Compensation Policy Branch of the Position Management Compensation Division. Personnel in that branch worked closely with the management of OGC to develop a pay scale aimed at (1) recognizing the legal secretary, and (2) compensating her for her unique skills and knowledge.

3. A certification program was then developed to assure Agency management that special legal secretarial skills would be proven beyond a doubt. Several OGC members were tasked to identify those areas and a vigorous competition was then undertaken to select the most highly qualified contractor to provide the necessary training and testing. The Office of Training and Education contributed \$10,000 to help OGC defray

the total costs of the program which was to be managed by one of the best legal secretarial schools, Katharine Gibbs School.

4. Because of the concern and hard work of all involved, the OGC Legal Secretarial Certification Program is now reaching its fulfillment. The third of the five courses involved in the Program is now being initiated. It is a creative and innovative solution to a long-standing problem, and the first secretarial certification program linked to a special pay scale that we know of within the U.S. Government. The project spanned the tenure of three General Counsels, and required hundreds, if not thousands, of man-hours devoted to the task. It not only represents an exceptional improvement for OGC, but will also serve as a model throughout the Agency and Federal Government. It may very well be the forerunner of the Agency's new secretarial program.

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Within the O/DCI, the following individuals were honored for their exceptional accomplishments.

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An individual in PAO received a cash award in coping in an exemplary fashion with media coverage of a number of major "flaps" involving the Agency and the Community. A new Audit Staff employee received a QSI for converting certain permanent audit schedules from manual to an automated mode which will result in significant time savings. He not only undertook this on his own initiative, but also much of the work was done on his own time. A secretary in O/Compt demonstrated her professionalism by volunteering to handle a heavier workload and backfill during shortages of secretaries in that office. O/Compt Registry Chief turned in a first class performance in her ability to retain organized records in a very hectic environment. DC/Audit Staff established a detailed training plan for each of the professional members of the staff that is projected for a full year. This would be a major task under normal circumstances, but, given the large number of new people on the staff and a general lack of management training experience by senior people, the challenge of constructing a workable plan was formidable. Employees in OGC are to be congratulated for developing the OGC Legal Secretarial Certification Program. It is a creative and innovative solution to a long-standing problem, and the first secretarial certificate program linked to a special pay scale that we know of within the U.S. Government.

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Inputs to Headquarters Notice:

25X1 An FBIS computer analyst overcame a very low budget and a prevailing
25X1 "too-old-to-learn-new-technology" attitude to put together a successful
personal computer program for FBIS' [redacted] bureaus located around the world.

A registered nurse from the Office of SIGINT Operations was asked to start a health clinic 22 months ago and began her task with an empty room. Now a full range of medical services and programs is available due to her dedication, initiative, and personal interest.

Joint Directorate:

A training program for hearing impaired employees was established with Gallaudet College this Spring. Although the program was initially started by and for an FBIS officer, three DA offices expressed an interest in the training and it truly became an interdirectorate effort. This training will allow the hearing impaired employee to be competitive for promotion with his/her peers.

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2 May 1986

MEMORANDUM FOR: Chairman, Excellence Task Force

FROM:

Executive Assistant/DDS&T

SUBJECT: DS&T Submissions for Excellence,
October 1 1985 - 31 March 1986

Below are the DS&T submissions for examples of excellence covering the period 1 October 1985 through 4 April 1986. I have submitted eight examples which I believe meet the criteria for excellence in every sense. A total of 18 people are involved. I have also included recommendations for appropriate recognition. If you need additional information, please let me know.

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SUBJECT: LS&T Submissions for Excellence

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3. [redacted] OSC

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[redacted] a registered nurse, was tasked with starting a health clinic at [redacted] 22 months ago. Beginning with a empty room, Mrs. [redacted] transformed that meager start into what is now an active and productive medical clinic. A full range of medical services, including shots, consultations, and medical training, is now available. In an average day, [redacted] sees 20-30 employees for various medically related reasons. In addition, she has implemented several programs to benefit employees, including CPR courses, a weight control program, and the publication of a monthly medical newsletter. [redacted] has also traveled [redacted] to familiarize herself with the

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SUBJECT: DS&T Submissions for Excellence

specific medical problems of CSO employees at those sites, thus becoming able to provide employees with specialized area knowledge and medical information. [] personal interest, initiative, and dedication have given CSO a first-class medical clinic. In some cases, she has actually spotted potential serious medical problems and convinced those employees to seek immediate specialized medical attention. As a result, serious problems were diagnosed by specialists, and swift medical action was taken. She has become one of CSO's most valuable assets.

RECOMMENDATION: [] efforts are certainly worthy of DCI recognition. She has already been given an Exceptional Accomplishment Award.

4. [] FBIS

[] was asked by two FBIS supervisors about training a hearing impaired employee. [] promptly contacted Gallaudet College and arranged for daytime basic grammar instruction for the employee, who, due to her family situation, was unable to attend night classes. Shortly thereafter, three other Agency offices (Communications, I&S, and OIT) phoned [] and expressed interest in a tutorial program for their hearing impaired employees. As a result of [] initiative, five students on 2 April began a special 6-week basic English grammar course at Key Building. The purpose of this training is to make the hearing impaired employee competitive for promotion with his/her peers.

RECOMMENDATION: I am not aware of any recognition for [] While a letter from the DCI is perhaps not necessary, I believe this is the type of "Excellence" initiative that should be noted in a Headquarters Notice on recent examples of excellence.

5. [] FBIS

[] is a computer analyst who overcame a very low budget and a prevailing "too-old-to-learn-new-technology" attitude to put together a successful personal computer program for FBIS' [] [] began her bureau pilot project by putting some of the administrative functions of the bureaus on a personal computer. She created computer application programs and had her contractors train bureau personnel. To stretch her dollars and to provide better support to the bureaus, [] built upon programs that various computer-interested bureau personnel had put together. In turn, she used specific financial and communications programs as prototypes for all the bureaus. Whenever possible, [] used off-the-shelf packages that could be expanded in

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SUBJECT: DS&T Submissions for Excellence

25X1 the bureaus to meet local needs. As a result of [] efforts and of her support for all local initiatives for computer applications, computers are now being used in all FBIS field bureaus as vital operational tools.

25X1 RECOMMENDATION: Because of the substantial obstacles [] has had to overcome and the tremendous importance her efforts have had in the overall FBIS modernization program, I believe DCI recognition is warranted. She has already received an Exceptional Accomplishment Award.

25X1 6. [] OD&E

25X1 [] received an Exceptional Accomplishment Award for her outstanding management of and personal contributions to a special compartmented study on a new intelligence collection system for OD&E. Her creative management and tireless energy provided the leadership required to enable this important special study to conclude on time and within cost. 25X1 Although this was [] first assignment as a study manager, she undertook these activities with the professionalism and judgment of a far more experienced systems engineer.

25X1 RECOMMENDATION: Because of the extremely sensitive nature of [] work, the full impact of her efforts cannot be done justice in the above write-up. However, her creativity and initiative, especially considering her grade level, are prime examples of excellence. A DCI letter would be appropriate. I would be happy to provide more details, if requested.

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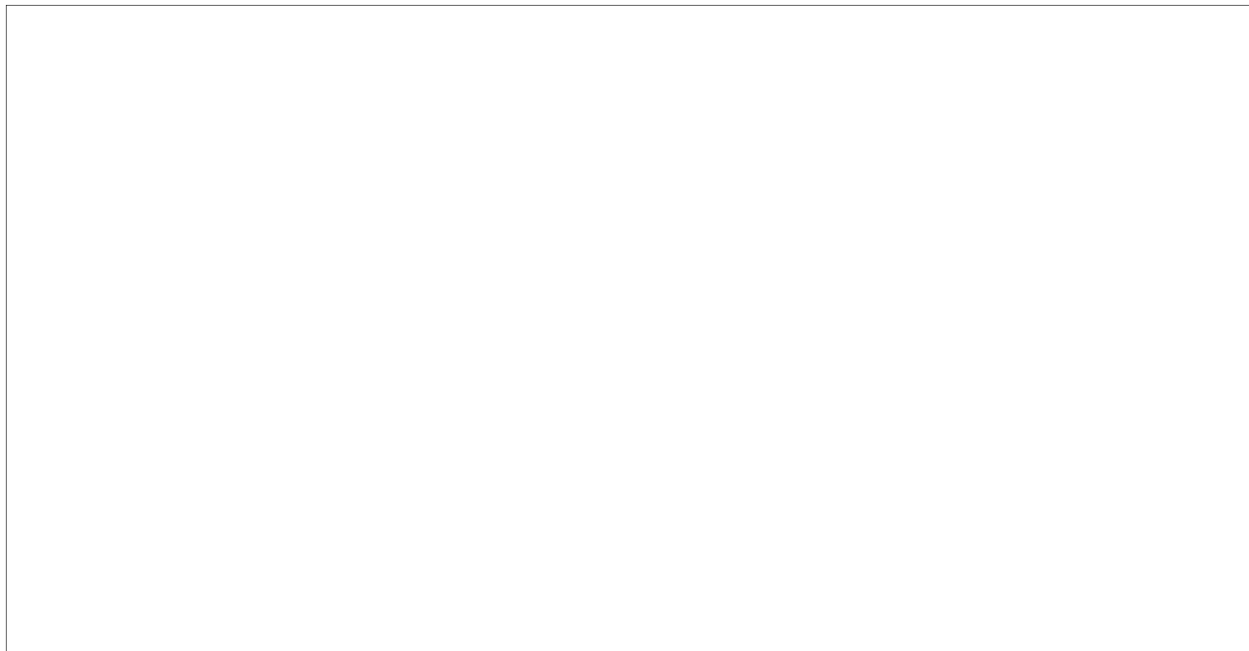
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SUBJECT: DS&T Submissions for Excellence

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RECOMMENDATION: [] has not received an award for the above accomplishment, but his efforts certainly fall within the category of "Excellence."

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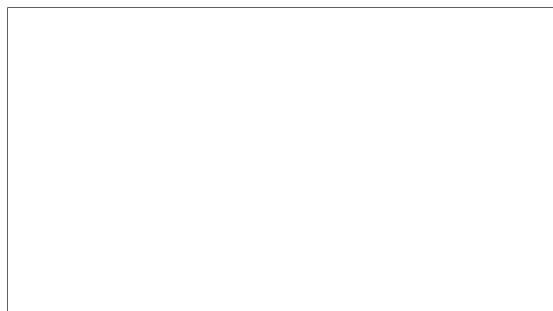


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RECOMMENDATION: [] foresight and initiative under the most difficult of circumstances certainly merit DCI recognition. I believe a letter from the DCI to [] widow would be greatly appreciated.

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